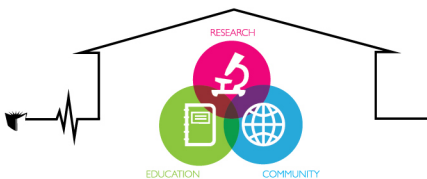




GOVERNANCE STRUCTURE PERFORM CENTRE



NOV 2015



LA PRÉVENTION AU CŒUR D'UNE MEILLEURE SANTÉ
BETTER HEALTH THROUGH PREVENTION

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Introduction

The Concordia University PERFORM Centre is a purpose built facility designed to aid researchers in carrying out innovative research projects. Research platforms are conceived to simulate studies in preventive health research focusing on health outcomes of lifestyle choices and new intervention approaches in exercise, nutrition, sleep and athletic therapy.

PERFORM is first and foremost a research centre, led by a Scientific Director (SD), which hosts community engagement and university educational activities in a combined effort to successfully promote studies being implemented. To maximize the potential for collaborations and to stimulate a vibrant research culture, the Centre is also open to any researcher in any field of investigation or discipline who is interested in using PERFORM's platforms. While most research members belong to the Concordia University community, an affiliate membership status exists for non-Concordia academics who are committed to developing the success of both parties in a mutual goal commensurate with the mission of PERFORM.

The governance structure is based on researcher-led committees that work with the support of PERFORM staff to help implement the decisions and recommendations made by these committees. The creation and decommissioning of committees is meant to be a dynamic process as both platforms and strategic activities are in constant flux given that, as in any other research centres, PERFORM must stay abreast of the current trends and needs in preventive health research and activities. The SD is responsible for the overall structure of the committees in consultation with the Executive Committee and Concordia University's senior administration.

A current outline of PERFORM's governance structure is shown in **Figure 1**. The SD has three advisory streams to help with key decision-making. The Scientific Review Board (SRB) is for reviewing new research studies that have no prior third party scientific review. The Executive Committee is tasked with deliberating on recommendations from six strategic advisory committees. Finally, PERFORM staff ensures daily operations of the Centre.

The following document is meant as a reference for all stakeholders of PERFORM for a description in general terms of how opportunities and issues are debated as well as how decisions are made. For each box in Figure 1, a brief introduction, mandate, membership and composition is provided. The information in this document is reviewed at a minimum on a yearly basis reflecting structural changes requested by committees.

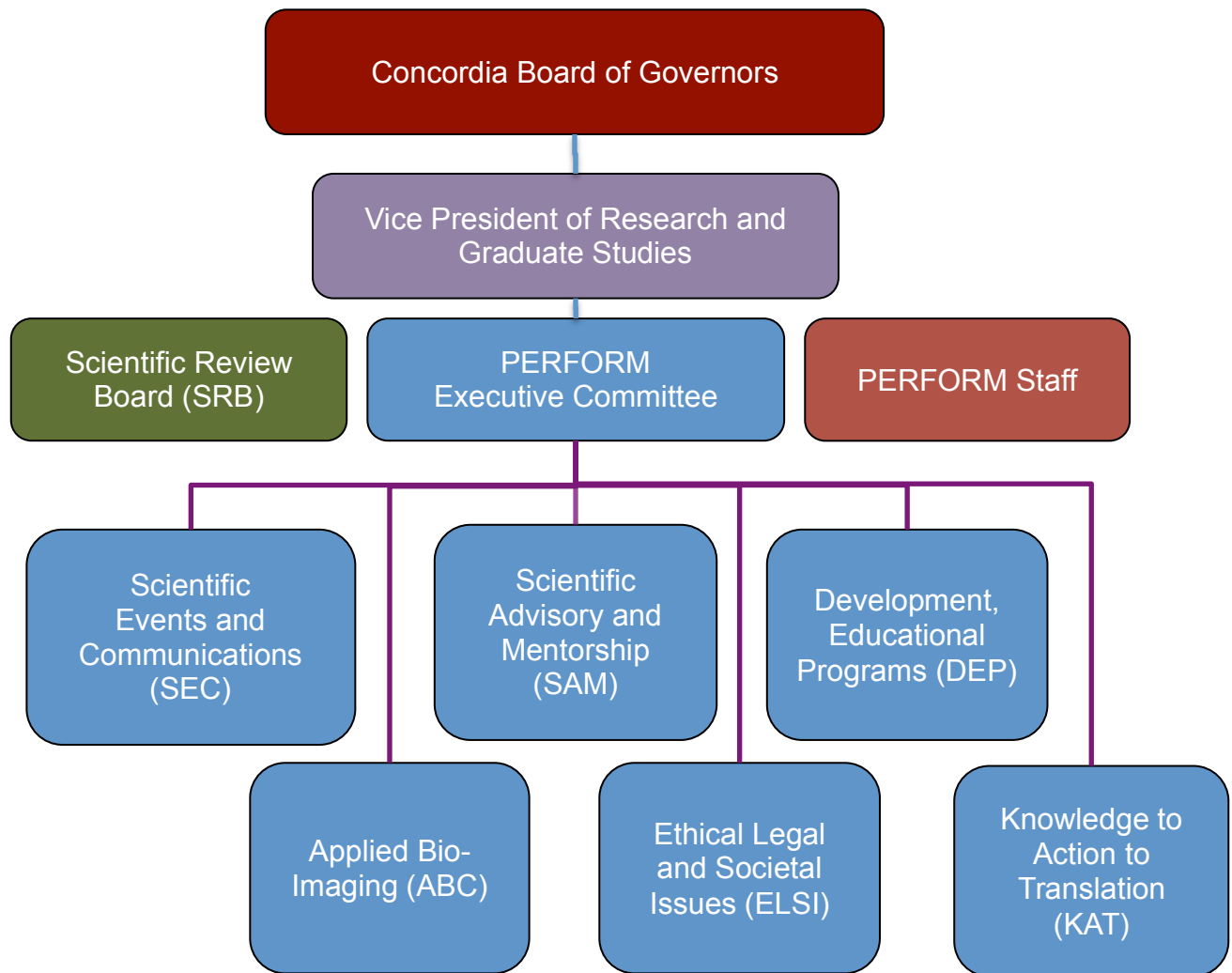


Figure 1: PERFORM governance structure design.

Board of Governors and Vice President of Research and Graduate Studies

Concordia University is led by its President, Provost and Vice-Presidents. In accordance with the Charter of Concordia University, the University's highest governing body is the Board of Governors, which has final authority over the affairs of the University.

The Vice President of Research and Graduate Studies provides overall leadership and oversees strategic planning initiatives, as well as policy and strategy development for research and research-creation, graduate studies and international activities.

Scientific Director

PERFORM's Scientific Director (SD) reports to Concordia's Vice-President Research and Graduate Studies (VPRGS) and provides the overall scientific and executive direction. The SD chairs the Executive Committee and may chair other committees depending on specific needs.

Associate Director for Bio-Imaging

The Associate Director for the Bio-Imaging unit is responsible for the administration of the nuclear medicine area, and operation of the imaging research services function with the PERFORM Centre.

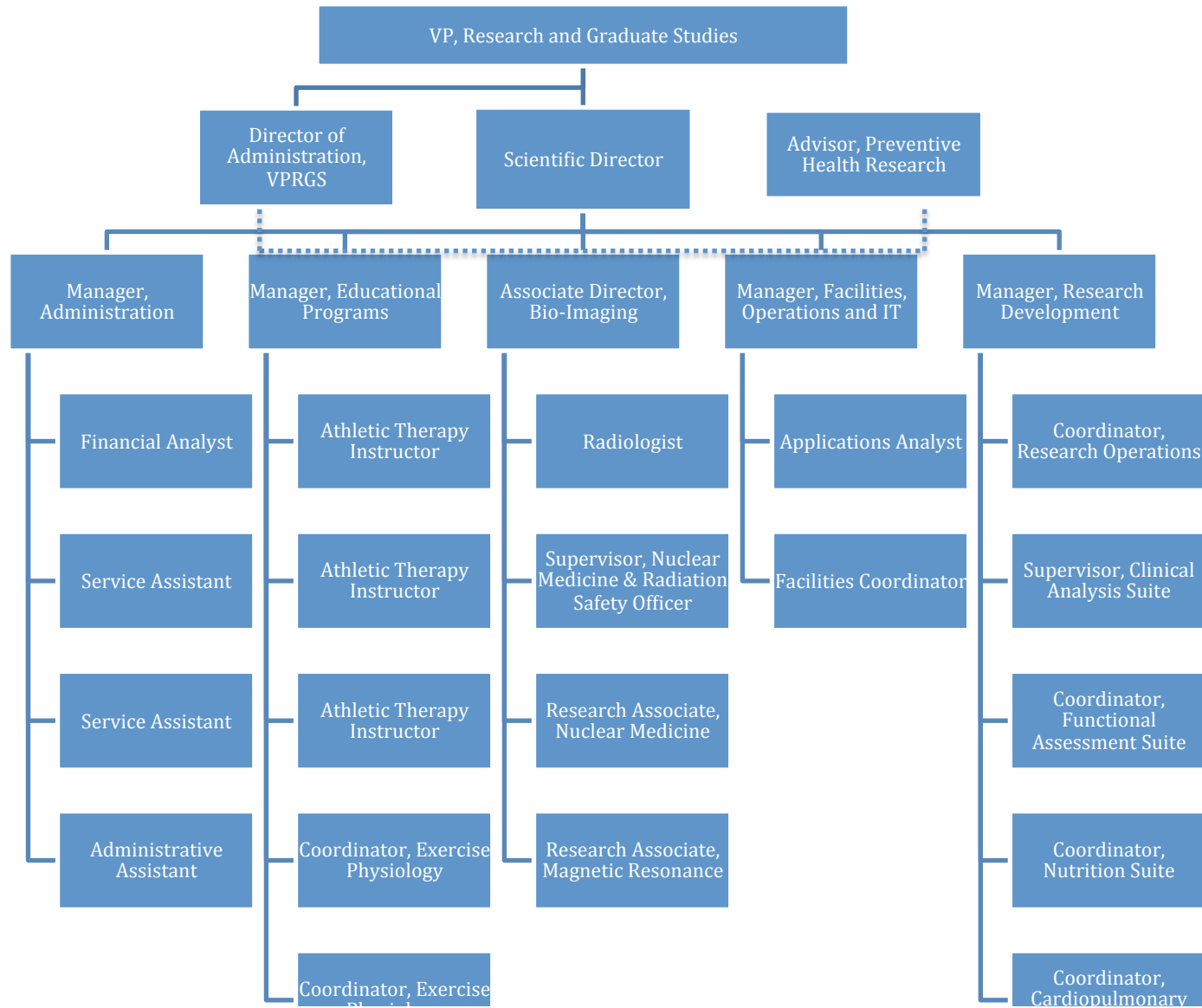
PERFORM Staff

The SD leads a team of 28 professionals as seen in Figure 3 who ensure the operations of the Centre. The management team supports the overall objective of ensuring that activities and resource allocation is in-line with the current scientific vision and mission of the Centre. The intent behind the staff structure is to be able to quickly respond to the changing implementation needs and recommendations from the ExeC and/or committees as well as advise on feasibility of new initiatives. The current management structure is divided into four areas:

1. Manager, Research Development/Functional Assessment, Clinical Analysis, Nutrition and Cardiopulmonary suite
2. Manager, Educational Programs/Athletic Therapy and Conditioning Floor
3. Manager, Facilities and Operations and IT
4. Manager, Administration and Finance/Imaging suite

The four managers work in a matrix fashion splitting the workload according to expertise and needs for the center.

Each platform has at least one technical supervisor that provides research teams with the technical knowledge to operate the platforms safely and may also support research activities. They also help with the administration of platforms ensuring they are properly maintained. Together with managers, platform supervisors also ensure that SOP (Standard Operation Procedures) and POD (PERFORM Operation Documents) are up to date and that users have read these documents and understand their responsibilities.



Scientific Review Board (SRB)

Introduction

In compliance with the Tri-Council policy¹ and VPRGS-03², the SRB ensures that all research projects at PERFORM have undergone an appropriate scholarly review process. The outcome of the review processes are reported to the SD and Manager of Research Development and will be shared with the University's Human Research Ethics Committee (UHREC) as supporting documentation to their Summary Protocol Form (SPF).

The overall process for applying to conduct a new study at PERFORM is outlined in Figure 2 with the given order of steps strongly recommended to research teams. All projects must have an application and a feasibility assessment completed before submission. A scholarly review must either be conducted internally with the SRB, or supporting documentation must be provided that an external acknowledged peer-review board has already approved the project. Finally, all research projects must receive a certificate of approval from the Concordia University Ethic Committee (UHREC) in order to proceed.

Mandate

The mandate of the SRB is to review all research projects at PERFORM except for those that have been externally funded by one of the Tri-Council agencies. If a project has undergone previous scientific review by a third party, scholarly reviews may be exempted upon presentation of supporting document to the SD. Compliance of this process is the responsibility of each researcher under the guidance of the Manager of Research Development.

Membership

All PERFORM research members are de-facto members of this committee and may be called upon to evaluate projects by the Research Development Office. All research projects at PERFORM will require the evaluation of at least two (and ideally three) research members and final approval from the SD. Criteria for evaluating new projects will depend on expertise as well as limiting potential conflicts of interest. Evaluators will be given an evaluation form to help with the review and document suggestions and comments, which should be completed within two weeks. Content of the completed evaluation forms will be communicated to the SD. An anonymized version of the completed review form will be sent to the applicant for feedback and process improvement.

¹ http://www.pre.ethics.gc.ca/pdf/eng/tcps2/TCPS_2_FINAL_Web.pdf

² <http://www.concordia.ca/about/policies/sector.html>

Scientific review shall be based on the SPF provided by the UHREC. Additionally, in order to ensure a comprehensive scientific assessment, research teams will be strongly encouraged to submit a complete description of the research project. If the SRB reviewers do not consider the content in the SPF adequate to conduct a scholarly review, they may request additional information.

Project Application Workflow

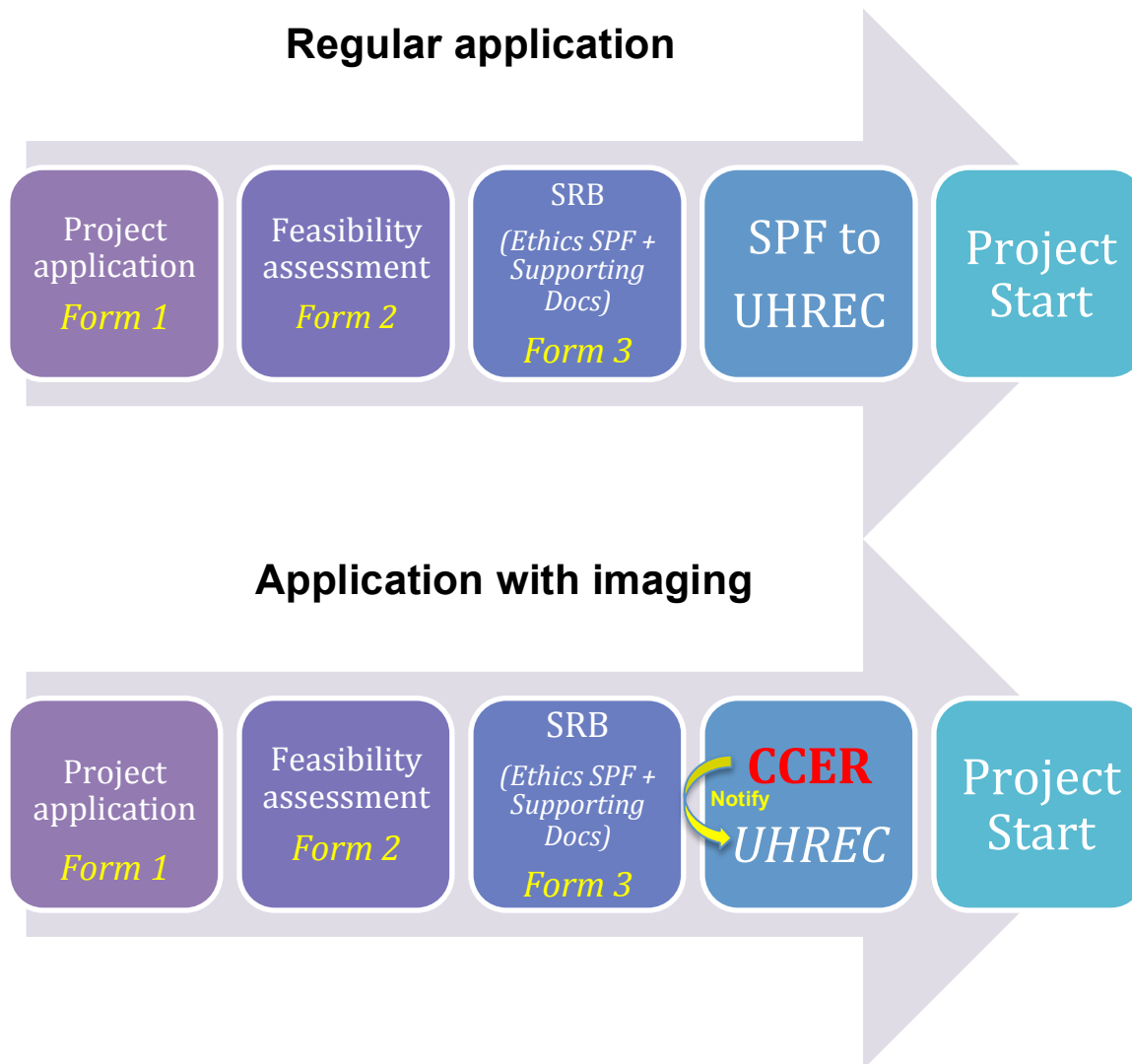


Figure 2: For new projects at PERFORM, three steps are required. Project application, a feasibility assessment, and scientific - ethics application. For projects that require imaging (MRI, Nuclear imaging, ultrasound or Dexa) ethics approval will have to be obtained by Quebec's ministry of health and social services' central ethics board.

Executive Committee (ExeC)

Introduction

The Executive Committee (ExeC) is responsible for the scientific and administrative management of PERFORM. The ExeC also provides support and approval of key strategic decisions that require committee approval for academic purposes.

Chaired by the SD and composed of research members of PERFORM as well as selected staff members, the committee meets at minimum once per semester or four times per year.

Mandate

- Establish strategic advisory committees and delegate any of its responsibilities to committees; receive, consider and act upon reports of its committees;
- Deliberate and advise on major platform re-configuration and capital purchase proposals;
- Recommend, monitor and review performance of research members;
- Administer any PERFORM led researcher awards (fellowships, internal grants, salary awards, etc.).

Membership

Appointment to the ExeC is at the discretion of PERFORM's SD with a minimum of three (3) to a maximum of ten (10) voting members. ExeC members will be selected based on experience and ability to represent the activities of PERFORM's platforms and/or main areas of research. Furthermore, the SD may appoint an associate-scientific director to ensure continuity of operations. PERFORM administration will be regularly represented by the Manager of Research Development, however the ExeC may call on any PERFORM staff to attend as the need arises.

To be eligible to sit on the committee, the following will apply to each member:

- Must be a regular PERFORM research member;
- Must be committed to PERFORM's mission and goals;
- Must have interest and expertise in the areas that advance the ExeC mandate;
- Must commit to attending at least 75% of meetings. Any member who cannot assure an attendance of 75% of meetings should decline an invitation to be part of the ExeC. A committee member who misses three consecutive meetings without consulting the Chair shall be deemed to have resigned.

Nominations are valid for a three-year mandate.

ExeC composition

	Name	Roles
PERFORM Research Members	Dr. Louis Bherer	Committee Chair and Scientific Director for PERFORM
	Dr. Christophe Grova	Assistant Professor, Physics and Chair of ABC
	Dr. Jean-Paul Soucy	Associate Director for Bio-imaging
	Dr. Karen Li	Professor, Department of Psychology and Chair of SEC
	Dr. Virginia Penhune	Chair, Department of Psychology – Concordia University
	Dr. Alexandre Champagne	Chair, Department of Physics – Concordia University
	Dr. Richard Courtemanche	Chair, Department of Exercise Science – Concordia University
	Dr. Dajana Vuckovic	Assistant Professor, Chemistry and Biochemistry
	Dr. William Lynch	Chair, Electrical and Computer Engineering
PERFORM Administration	Mrs. Laura Campanelli	Administrative Assistant
	Mr. Axel Bergman	Manager, Research Development
	Managers	Managers are invited on an <i>ad-hoc</i> basis by the Scientific Director

Scientific Events and Communications Committee (SEC)

Introduction

The PERFORM Scientific Events and Communications Committee (SEC) is responsible for advising on major scientific communications initiatives such as PERFORM's regular colloquium series, annual research conference and website. The SEC may also propose new major communication initiatives and play a central role in capitalizing on new promotional opportunities that may arise.

Mandate

1. Provide scientific discussion themes for:
 - a. Colloquium series
 - b. Annual research conference
2. Advise on invited speakers
3. Advise on the scientific content on PERFORM's website
4. Advise on any other scientific communication guidelines for PERFORM (ex: Poster cork boards, publications, etc.) as per UCS standards
5. Advise on public outreach initiatives in collaboration with the KAT
6. Work with other committees that may have scientific communications needs

Membership

Appointment of the Chair of the SEC is assumed by SD and approved by the ExeC. Members of the SEC are then appointed by the current Chair from among the research members of the PERFORM Centre. The minimum number of committee members is three (3) however the SEC may invite *ad-hoc* members in special cases in advisory roles. Graduate students may also be invited to help with the committee at the Chair's discretion. The team of the Manager Research Development supports coordination, implementation and administration of SEC's activities.

If a member cannot assure an attendance of at least 75% of meetings, they should decline an invitation to be part of the SEC. A committee member who misses three consecutive meetings without consulting the Chair shall be deemed to have resigned.

Nominations are valid for a three-year mandate.

SEC composition

	Name	Roles
PERFORM Research Members	Dr. Karen Li	Professor, Dept of Psychology, and Chair of the SEC
	Dr. Lisa Kakinami	Assistant Professor, Dept of Mathematics and Statistics
	Dr. Jason Steffener	PERFORM Researcher
	Dr. Thanh Dang-Vu	Professor, Dept of Exercise Science
	Dr. Sylvia Santosa	Assistant Professor, Dept of Exercise Science
	Dr. Mathieu Roy	PERFORM Researcher
	Dimitri Sitnikov	Doctoral Representative
PERFORM Administration	Ms. Wendy Kunin	Coordinator, Research Operations
	Mr. Christian Durand	Communications Advisor, UCS/OVPRGS
	Ms. Marion Lowe	Manager, Community Engagement
	Mr. James Seale	Manager, Facilities Operations and IT

Applied Bio-imaging Committee (ABC)

Introduction

The PERFORM Applied Bio-imaging Committee (ABC) is responsible for advising the ExeC regarding operations of PERFORM's imaging platform. This includes strategic initiatives, capital purchasing, modes of operation, researcher access and strategies for project acquisition.

Mandate

- Provide strategic direction for the imaging platform within the scientific vision and mission of PERFORM;
- Ensure continuous improvement in research-imaging services;
- Prepare proposals and funding requests for new capital purchases to keep the platform up to date with current research needs.

Membership

The SD assumes appointment of the ABC Chair. Members of the ABC are invited by the Chair, in consultation with the SD and the Associate Director for Bio-imaging, from among the research members of the PERFORM Centre. The minimum number of committee members is three (3). The ABC may invite *ad-hoc* members in special cases in advisory roles. Coordination, implementation and administration of the ABC activities is under the responsibility of PERFORM's Manager of Administration.

If a member cannot assure an attendance of at least 75% of meetings, they should decline an invitation to be part of the ABC. A committee member who misses three consecutive meetings without consulting the Chair shall be deemed to have resigned.

Nominations are valid for a three-year mandate.

ABC composition

	Name	Roles
PERFORM Research Members	Dr. Christophe Grova	Assistant Professor, Dept of Physics, and Chair of ABC
	Dr. Jean-Paul Soucy	Associate Director for Bio-imaging
	Dr. Jason Steffener	PERFORM Researcher
	Dr. Thanh Dang-Vu	Professor, Dept of Exercise Science
	Dr. Claudine Gauthier	Assistant Professor, Dept of Physics
	Dr. Hassan Rivaz	Assistant Professor, Dept of Electrical and Computer Engineering
PERFORM Administration	Ms. Divya Sequeira	Manager, Administrative lead for imaging unit
	Mr. James Seale	Manager, Facilities Operations and IT

Scientific Advisory and Mentorship Committee (SAM)

Introduction

Working in partnership with the Office of Research the Scientific Advisory and Mentorship committee (SAM) aims to serve as a source of support and guidance for early career researchers on all aspects of professional development as it relates to their work in preventive health research at PERFORM. The development areas in which the SAM may be helpful in nurturing researcher careers can include: research programs, grant applications, funding opportunities, setting of research priorities.

Chaired by the SD, members of the SAM meet once a semester to discuss implementation of values that should be implemented within the research community at PERFORM.

Mandate

- Promote a vibrant research culture which supports and fosters development, training and internal/external collaborations;
- Build a community among researchers;
- Develop good practice in partnership with researchers, funders, agencies and other stakeholders;
- Identify internal and external scientific experts that can serve as reviewers of grant applications and funding proposals;
- Serve as liaison between “mentees” and external scientific experts/reviewers;
- Develop and plan for major centre-wide applications for operational funds (SAM).

Membership

Members of the SAM are appointed by the SD from among the research members of the PERFORM Centre. The minimum number of committee members is three (3), however the SAM may invite *ad-hoc* members in special cases in advisory roles. Coordination, implementation and administration of SAM's activities are ensured by the SD with the support of the Advisor, Preventive Health Research Development of the OVPRGS.

If a member cannot assure an attendance of at least 75% of meetings, they should decline an invitation to be part of the SAM. A committee member who misses three consecutive meetings without consulting the Chair shall be deemed to have resigned.

Nominations are valid for a three-year mandate.

SAM composition

	Name	Roles
PERFORM Research Members	Dr. Louis Bherer	Scientific Director and Chair of SAM
	Dr. Thien Thanh Dang-Vu	Professor, Dept of Exercise Science
	Dr. Hassan Rivaz	Assistant Professor, Dept of Electrical and Computer Engineering
	Dr. Christophe Grova	Assistant Professor, Dept of Physics
	Dr. Patrick Marier	Professor, Dept of Political Science and Scientific Director for CSSS Cavendish
	Dr. Jean-Philippe Gouin	Assistant Professor, Dept of Psychology
PERFORM Administration	Mrs. Lynn Roy	Advisor, Preventive Health Research Development
	Managers	Managers are invited on an <i>ad-hoc</i> basis by the chair of the SAM

Development of Educational Programming Committee (DEP)

Introduction

The Development of Educational Programming committee (DEP) is meant to support one of the three major pillars of PERFORM, Education, by working with departments across Concordia to suggest ways to promote academic and education activities within the University, or in collaboration with other academic institutions. This may include supporting and enhancing educational experience and content of already existing programs or the creation of new educational opportunities at all levels of university programs.

Mandate

- Support Concordia University academic and educational programs that are relevant to PERFORM's mission;
- Create the processes for developing new educational programming;
- Create new opportunities for internships at PERFORM;
- Work with departments for the development of new graduate degree programs;
- Support initiatives for new undergraduate programs;
- Support continuing studies or special university programs.

Membership

Appointment of the Chair of the DEP is assumed by the SD. Members of the DEP are then appointed by the current Chair, in consultation with the SD, from among the research members of the PERFORM Centre. The minimum number of committee members is three (3) however the DEP may invite *ad-hoc* members in special cases in advisory roles. The Manager, Educational Programs, will assure coordination of the committee.

If a member cannot assure an attendance of at least 75% of meetings, they should decline an invitation to be part of the DEP. A committee member who misses three consecutive meetings without consulting the Chair shall be deemed to have resigned.

Nominations are valid for a three-year mandate.

DEP composition

	Name	Roles
PERFORM Research Members	Dr. Richard Courtemanche	Chair of Dept of Exercise Science and Chair of DEP
	Dr. Claudine Gauthier	Assistant Professor, Dept of Physics
	Dr. Hassan Rivaz	Assistant Professor, Dept of Electrical and Computer Engineering
	Dr. Natalie Philips	Professor, Psychology
	Dr. Robert Kilgour	Professor, Exercise Science
PERFORM Administration	Ms. Deborah Cross	Manager of Educational Programs

Ethical, Legal and Societal Implications Committee (ELSI)

Introduction

The ELSI committee is concerned with the prospect of conducting longitudinal studies at PERFORM as well as the possibility of banking data from multiple research studies to be used for new research endeavors.

Mandate

- The ELSI task force will advise and make recommendations to the ExeC with its main objectives being:
 - To develop policies and practices for consent, access, confidentiality, return of results, incidental findings, publication, and intellectual property, based on comparative studies of ethical guidelines and federal/provincial legislation in Canada;
 - To work on the standardization of documents and forms (e.g., consent forms) so as to ensure a unified policy vision for PERFORM;
 - To publish on these issues in peer-reviewed scientific and legal journals, when possible;
 - To support the Principal Investigators of PERFORM on emerging ELSI issues as they arise.

Membership

The SD assumes appointment of the ELSI Chair. Currently there are two co-chairs with Ma'n H. Zawati, LL.M., a lawyer with expertise in structuring bio-banks in Quebec as well as Dr. Lisa Kakinami, Associate Professor in Statistics with expertise in Epidemiology. Members of the ELSI task force committee are then invited by the Chairs, in consultation with the SD, from among the research members of the PERFORM Centre, representatives from Concordia's legal department, as well as from representatives of Concordia's Human Research Ethics Committee. The co-Chairs may also invite *ad-hoc* members in special cases in advisory roles. The Manager of Facilities and Operations ensures the administration of this committee.

If a member cannot assure an attendance of at least 75% of meetings, they should decline an invitation to be part of the ELSI. A committee member who misses three consecutive meetings without consulting the co-Chairs shall be deemed to have resigned.

Nominations are valid for a three-year mandate.

ELSI composition - 2015

	Name	Roles
External Advisor	Ma'n H. Zawati, LL.M.	Lawyer and the Academic Coordinator of the Centre of Genomics and Policy at McGill University and co-Chair of ELSI
PERFORM Research Members	Dr. Lisa Kakinami	Assistant Professor in Dept of Mathematics and Statistics and co-Chair of ELSI
	Dr. Jennifer McGrath	Associate Professor in Dept of Psychology and PERFORM Chair in Childhood Preventive Health and Data Science
	Dr. Najmeh Mahani	PERFORM Researcher and data systems expert
	Dr. Louis Bherer	PERFORM Scientific Director
PERFORM Administration	Mr. James Seale	Manager, Facilities Operations and IT
	Managers	Managers are invited on an <i>ad-hoc</i> basis by the chair of the ELSI

Knowledge to Action to Translation Committee (KAT)

Introduction

The KAT committee is in response to a growing need and requirement to better execute knowledge translation. Given PERFORM's mission to combine research, education and community programs, it is in a unique position to take a leadership role in this still emerging field. The general concept of this committee is to support PERFORM researchers in fostering relationships with knowledge users from a variety of community sources as well as review community programs hosted at PERFORM. It is the goal of the committee to identify and establish partnerships where researchers generate knowledge and knowledge users act in a reciprocal manner. This approach will link directly to developing proposals with a knowledge translation approach as well as assess opportunities to build capacity so as to maximize the impact of new programs developed by the Centre.

Mandate

- Construct set of values for researchers to use when developing knowledge translation programs;
- Evaluate current and new community services to ensure that they are in line with current best practices and support research;
- Work with other committees such as the SEC or ABC to coordinate outreach activities to support knowledge translation;
- In collaboration with the SAM, help ensure that researchers envision and integrate a knowledge transfer approach in their research programs and grant applications.

Membership

Appointment of the Chair of the KAT committee is assumed by the SD. Members of the KAT are then appointed by the current Chair, in consultation with the SD, from among the research members of the PERFORM Centre. The minimum number of committee members is three (3), however the KAT may invite *ad-hoc* members in special cases in advisory roles. The Manager, Community Engagement, will assure coordination of the committee.

If a member cannot assure an attendance of at least 75% of meetings, they should decline an invitation to be part of the KAT. A committee member who misses three consecutive meetings without consulting the Chair shall be deemed to have resigned.

Nominations are valid for a three-year mandate.

KAT composition 2015

	Name	Roles
PERFORM Research Members	Dr. Louis Bherer	PERFORM Scientific Director, Professor Dept of Psychology
	TBA	TBA Dept of Exercise Science
	TBA	TBA
	TBA	TBA From SEC
PERFORM Administration	<i>Responsible admin TBD</i>	
	Managers	Managers are invited on an <i>ad-hoc</i> basis by the chair of the SAM